

The Influence of Organizational Climate and Organizational Culture on Employees' Performance to Sustain Natural Resources at Pematang Siantar Hotel

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Abstract: This paper describes the influence of organizational climate and organizational culture on performances of the employees in Siantar Hotel. It aims at (1) knowing and analyzing the relationship between two variables or more and (2) determining the significance influence to the employees in accordance with their respective roles in the company. This research is conducted by associative quantitative design with sampling method. The result of this research shown that the organizational climate and organizational culture simultaneously have a significant influence on the performance of employees.. It is indicated by $F_{\text{count}} (68.525) > F_{\text{table}} (2.72)$ and $\text{sig-p} (0,000) < 0.05$. The organizational climate partially has a significant influence on the performance of employees. It is indicated by the t-value of X1 $(4,595) > t_{\text{table}} (1.66)$ and p-value $(0,000) < 0.05$. The organizational culture partially has a significant influence on the performance of employees. It is indicated by the value of $t_{\text{count}} X2 (11.221) > t_{\text{table}} (1.66)$ and p-value $(0,000) < 0.05$.

1 INTRODUCTION

1.1 Background of the Study

Employee performance is a description of the success of a company as well as an indicator of the real behavior of the employees in the form of the resulting work achievements in accordance with the role of each in the company. Employee performance is the result of work achieved a person or group of people in accordance with the authority or the responsibility each employee during the period. Employee performance is the level where the employee achieves job requirements.

In facing the challenges of an increasingly competitive, employee performance be the deciding element of the success of the company. Higher performance means increased efficiency, effectiveness, or the higher quality of the completion of a series of tasks which are charged to an employee within an organization or company (Mangkunegara, 2010).

Rapid development of globalization demands every company should be able to maximize the performance of employees. This means that the company must be able to analyze the factors that can affect the performance of the employees. In addressing these human resources (HR) is the main thing to be aware of its development because of the existence of a good and professional human resources will greatly assist in maximizing performance in a company (Husein, 2011).

The hotel is one of the factors supporting the tourism which has a very important role in developing tourism facilities and infrastructure, where the hotel as one of the types of accommodation that are directly involved in the provision of services lodging, eating and drinking as well as other facilities are expected to provide satisfaction for everyone who wears such services. The hotel is a place of temporary sojourn from the tourists who was performing activities tours hotel is one of the central in tourism industry which requires high-quality human resources.

It also requires human resources with good performance. Human resources is key for to extend an organization because it is an asset of the organization is relatively difficult to emulate by other organizations. Therefore, human resources must continuously improve its performance in carrying out its tasks the company daily. Employee performance is a very important factor for an enterprise. Performance as the embodiment of a work of an employee behavior is shown as working achievements in accordance with its role in a company in a given period. This is due to the performance of the employee as a determinant of success and survival of the company (Mangkunegara, 2010).

A strong Culture will support the company in the achievement of the objectives of the company with establish rules or guidelines in thought and action in achieving the goals set.

Table 1: Target Achievement

No.	Years	The Percentage Of Achievement Of Company Target (%)
1	2011	94
2	2012	91
3	2013	89
4	2014	86
5	2015	83
6	2016	82

Table 1 shows that since the year 2012 corporate performance decline. This is shown by the decrease in the percentage of achievement of the target company.

The same is shown by the results of the performance appraisal as can be seen in Table 2.

Table 2: The Employee Performance in 2011-2016

Years	The Employee Performance	
	The Value Of Achievement	The Assessment Categories
2011	87	Good
2012	86	Good
2013	67	Enough
2014	64	Enough
2015	66	Enough
2016	63	Enough
Average	69	Enough

Table 2 shows that employee performance categories in 2011 to 2012 still belongs to the good but since the year 2013 to 2016, the employees performance of the Siantar Hotel has decreased into enough category. This performance assessment using the method of *rating scale* where the elements of the assessment that is used is some of the performance indicators as a result of work, responsibility, cooperation, and disciplined work. The scale of the enterprise is divided into 4 categories:

- The category of less, with scale values smaller than 56.
- Category enough, with a scale of values between 56 – 70.
- Category, with a scale of values between 71 – 85.
- The category is very good, with a scale of values between 86 – 100.

Based on the results of the pre-research with interviews to Siantar Hotel Management, employee performance decline is intimately connected with the creation of the climate has not been a good organization like lack of support and commitment to the Organization and lack of cooperation during the conduct of the work. Whereas the factors of organizational culture that is causing the decrease in performance is still a low level of employees' creativity and discipline in work.

1.2 Research Objectives

The general objective of the research was to analyze the influence of climate and organizational culture simultaneously against employee performance in Siantar Hotel. As for the specific purpose of the research was:

1. To know and analyze the organizational climate that applied to employees
2. To know and analyze the organizational culture which is applied against the Hotel employee Siantar

1.3 The Benefits of Research

As for the benefits of the research are:

1. Give input on behalf of Siantar Hotel in improving employee performance through improvements to the climate and culture of the organization. For example, an increase in the responsibility as part of the organizational climate and the increase in honesty and discipline as part of organizational culture.

2. As material input for the development of management science for Master of Management degree programme.
3. The study is expected to be able to add understanding to the researchers about performance and the factors that affected it.

2 REVIEW OF THE LITERATURE

Employee performance does not just information for a promotion or the determination of the salary for the company but rather about how the company can motivate employees and develop a plan so that the decrease performance can avoided and improved. The performance of the employee's need for assessment with a view to providing a good opportunity to employees upon their career plan views of the strengths and weaknesses, opportunities and threats so that companies can set the granting of salary, give promotion, and can see the behavior of employees through performance assessment.

The performance of the employee is affecting how much they contribute to the organization. Performance is a very important thing in a company to achieve its goals. Performance can go well when employees get salary expectations, get training and development, conducive work environment, got the same treatment, placement of employees in accordance with its expertise and assistance career planning, as well as there is feedback from the company (Mathis dkk, 2011).

Performance improvement strategy is the way companies improve the performance of the employee in order that the purpose of the company can be reached. The performance improvement strategy in order to be successful then the company needs to know the target performance, the performance target set is the individual specifically, in the areas of the project, the process, regular activity and core will be the responsibility employee. If the performance goal is successfully grown from within the employees, they will form a power and if the situation shaped the work environment to support the achievement of the performance then it would be easier.

Employee performance improvement strategies, among others, performed with the improvement of the climate of the organization. Employee performance improvement Strategies through the culture of the organization. Employee Performance is the result of the synergy of a number of factors.

These factors are environmental factors internal organization, external, environmental factors and internal factors of the employee or employees. Employees can work well when you have a high performance so that it can produce a good working anyway. With its high-performance employee-owned organization goals, is expected to be achieved (Rivai, 2010).

3 METHODOLOGY

The approach that will be used for this study is based on primary data collection using a questionnaire. Sampling technique used is based on probability sampling.

3.1 Research Model

The climate of the organization is the quality of an organization's internal environment experienced by its members affects behavior and can be imaged from a set of specific characteristics or attributes of the organization while the performance is the result of work related to the objectives of the Organization, such as quality, efficiency, and effectiveness of the other criteria.

A strong cultural organization will affect certain characteristics so as to provide an attraction for individuals to join into the organization. Compatibility between the organizational culture with values that are owned by members of the Organization will be elicited good performance, thereby encouraging individuals to stay at one company and a career in the long run (Robbins, 2011).

This research consists of 2 (two) free variables i.e. organizational climate (Wirawan, 2008) and organizational culture (Sutrisno, 2011) as well as 1 (one) bound variables i.e. employee performance (Siagian, 2006)Siantar Hotel, so that the framework of thought research can be described as follows:

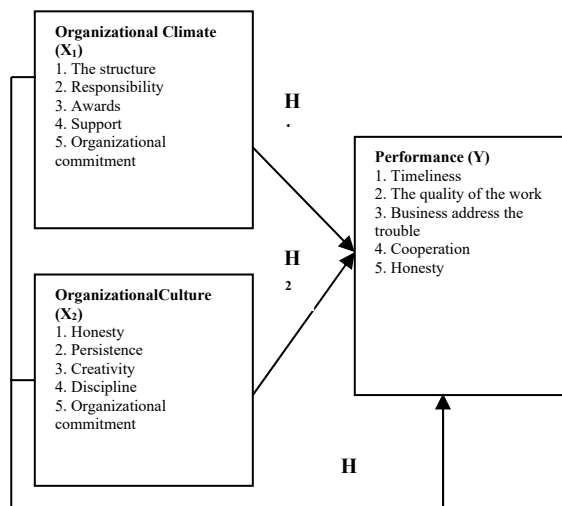


Figure 1: Research Model

3.2 Hypothesis

1. There is an influence between organizational climate on performance of employees partially.
2. There is an influence between organizational culture on performance of employees partially.
3. The organizational climate and organizational culture simultaneously influence positive and significant on performance of employees.

3.3 Research Design

Data collected for the research is primary and was gathered by distributing the questionnaire to the employees in Siantar Hotel. During its development, the questionnaire was tested to ensure that the only a valid sample's responses would be used in the survey. Questions were the Likert scale type, to find out how the training put an impact on organizational development.

Likert scale was used to measure attitudes, opinions, and perceptions of a person or a group of people about social phenomena (Sugiyono, 2012). Each answer is given a score based on the Likert scale with the numbers or weights are 1 up to 5.

3.4 Data Source

Data gathered for the research is Primary and it has collected for the first time through questionnaire. However, a little assistance was taken from the already existing journals and books on internet for determining the suitable variables, forming the questionnaire and interpreting the statistical results of the testing hypothesis.

3.5 Data Type

Data type is Quantitative and all questions in the questionnaire are close ended as the main objective of the study is to determine whether the relationships between variables exist or not to get statistical equation that links those variables.

4 DATA ANALYSIS

4.1 Analysis of the Classical Assumptions

4.1.1 Test for Normality

Table 3: Normality Test Result

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		82
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.07713856
Most Extreme Differences	Absolute	.108
	Positive	.108
	Negative	-.076
Kolmogorov-Smirnov Z		.974
Asymp. Sig. (2-tailed)		.299

a. Test distribution is Normal.

b. Calculated from data.

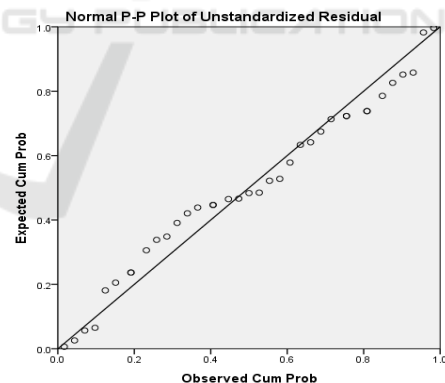


Figure 2: Normality Test Graphic

Table 3 shows that the residual value of the probability (asyp. sig 2-tailed) is 0299, larger than the sig- α (0.05). The results of this study meets the test of normality test requirements i.e. If $p > 0.05$ sig, then it can be inferred that the data research distributed normally.

4.2 Multicollinearity Test

Multicollinearity test that was done showed the results as shown in the following table:

Table 4: Multicollinearity Test Result

Model	Collinearity Statistics	
	Tolerance	VIF
Climate	.987	1.013
Culture	.987	1.013

a. Dependent Variable Employee Performance

Table 4 shows that the both value of tolerance variable in successive takes part is where both 0.987 is smaller than 1.013 and the value of the variable VIF is smaller than 1.0 concluded research data does not contain the symptoms of multicollinearity.

4.3 Heteroscedasticity Test

Table 5: Heteroscedasticity Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t.	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.646	6.510		.406	.686
Climate	-0.17	.072	-.026	-.229	.819
Culture	.028	.084	.038	.340	.735

a. Dependent Variable: ABS_RES_1

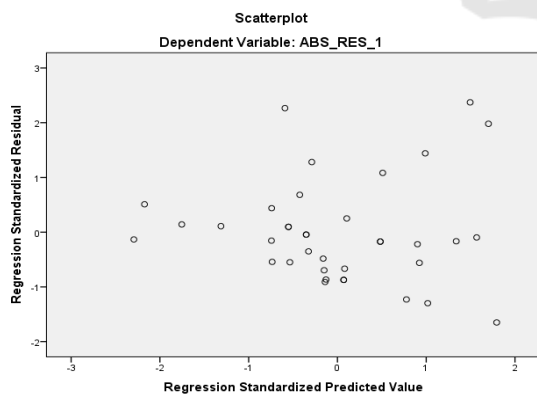


Figure3: Heteroscedasticity Test Result

Table 5 shows that the value of asymp. sig (2-sided) of each variable is 0.819 and 0.735 where both variables have the value significance greater than 0.05 so this calculation results meet the test requirements of the symptoms heteroscedasticity.

Thus it can be concluded that the research data do not contain the symptoms heteroscedasticity. In other words, there is no strong correlation relationship between free variables in the study.

4.4 The Simultaneous F Test Results

Table 6: Simultaneous F Test Results

Model	ANOVA ^b				
	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1330.541	2	665.270	68.525	.000 ^a
Residual	766.971	79	9.708		
Total	2097.512	81			

a. Predictors: (Constant), Organizational Culture, Organizational Climate

b. Dependent Variable: Employee Performance

Table 6 shows that the value of $F_{count} = 68,525$ value significance (p-value) = 0.000. When compared to the value of $F_{table} = 2.72$ (for $N = 82$ or $df = 79$), be aware that $F_{countdown} (68,525) > F_{table} (2.72)$ and $sig-p (0.000) < 0.05$, so it can be inferred that the free variable X1 (climate the Organization) and X2 (organizational culture) gives significant influence of the variable Y (performance).

4.5 The Partially F Test Results

Table 7: The Partially F Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t.	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.627	9.620		-.273	.785
Climate	.489	.106	.315	4.595	.000
Culture	1.388	.124	.768	11.221	.000

a. Dependent Variable: Employee Performance

4.5.1 The Influence of Organizational Climate on Performance of Employees (Y)

Table 7 shows that the value of $t_{count} X 1$ (organizational climate) = 4,595 with significance (p-value) of 0.000. When compared to the t-value_{tables} ($N = 82$ or $df = 79$) amounted to 1.66 and $sig-p = 0.05$, it can be known that $t_{count} X 1 (4,595) > t_{table} (1.66)$ and p-value (0.000) < 0.05. The results of this analysis suits the requirements of test hypotheses which if $t_{count} > t_{tables}$ and p-value < 0.05 H_a , meaning accepted or H_o is rejected. Thus, it can be concluded that the variable X 1 (organizational

climate) gives significant influence against the variable Y (performance).

4.5.2 The Influence of Organizational Culture on Performance of Employees (Y)

Table 7 shows that the value of $t_{\text{count}} X 2$ (organizational culture) = 11,221 with significance (p-value) of 0.000. When compared to the $t_{\text{value}}_{\text{tables}}$ (N = 82 or df = 79) amounted to 1.66 and $\text{sig-}\square = 0.05$, it can be known that $t_{\text{count}} X 2$ (11,221) > t_{table} (1.66) and p-value (0.000) < 0.05. The results of this analysis suits the requirements of test hypotheses which if $t_{\text{count}} t_{\text{tables}}$ and p-value < 0.05 H_a , meaning accepted or H_o is rejected. Thus, it can be concluded that the variable X 2 (organizational culture) gives significant influence against the variable Y (performance).

5 DISCUSSION

5.1 The Managerial Implications of the Influence of Climate and Culture on Performance the Employee

Managerial implications of climate influence the Organization and organizational culture on performance of employees is that the leadership needs to improve the managerial elements of climate supporting elements such as organization leadership award given to any employees who perform so motivate them to further improve its performance. Similarly, with managerial attention in providing the support and commitment of work better, it is certainly can encourage employees to increase their responsibilities in achieving the specified performance.

In addition, managerial leadership needs to pay more attention to the aspects of the cultural aspects of the organization by providing continuous coaching for each employee so that honesty, persistence, creativity and discipline they work can be more improved. Managerial needs to nurture an attitude honestly of each employee so that they always hold the truth and the moral good of the company. Managerial also need to build the persistence of employees that they might the more conscientious, diligent and work on time so that the specified performance targets can be achieved.

The management company also must consistently improve creativity of employees either through education or training, seminars and so on so

that employees are increasingly active on creating new ideas in the work to further improve the their performance both individually and in groups.

When organizations focus on employee development activities, it will be helpful in improving the skills of employees. Employee performance is an important element of any organization and the most important factor for the success of the Organization and its performance. Overhaul of much needed performance improvements for your organization to achieve maximum results. The performance was a success or responsibility center personnel in realizing the strategic goals that have been set up with expected behavior. Performance improvements are done on an ongoing basis to be able to achieve a result as expected in the future (Hameed *et al.*, 2011).

Discipline is another important point that needs to be noticed so any managerial employees can abide by the rules of the organization structure. With the improvements, climate and organizational culture programmatically and sustainability will certainly give a positive impact to the employee's overall performance improvements that can be seen from the timeliness in completing the work, the quality of the work they get, the ability of employees overcome any difficulty or problem, as well as cooperation between employees within a team or work group. With an increase in managerial leadership commitment of companies to repair or improve organizational climate and organizational culture will certainly give a positive impact to the company's performance improvements as well as the performance of individual employees.

6 CONCLUSION

Starting from dotted research results and data analysis on the influence of organizational climate and organizational culture on performance of employees in Siantar Hotel, then it can be summed up as follows:

1. Organizational Climate influence partially significantly toon performance of employees.
2. Organizational culture partially influence significantly toon performance of employees.
3. Organizational Climate and organizational culture to simultaneously provide significant influence on performance of employees.

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